



## AN INVENTORY OF INTERVIEW QUESTIONS

### Position Related

- What did you enjoy most (least) about your last job?
- What would you have liked to have done more of in your last job?
- What are the three most important things you look for in a job?
- Describe your understanding of what is required to fulfill this role.
- What objectives would you set for your first 12 months in this position?
- What aspects of your current job do you consider to be most critical to your success in this role?

### Working Environment

- How would you describe the culture of your current organization?
- What would you consider to be an ideal organizational culture?

### Leadership Style

- How would you describe your leadership style? Please give an example of a specific action you have taken that would illustrate this. **(BDI)**
- How do you stay current on what your team is accomplishing?
- In what ways has your leadership style changed as you have gained experience?

### Operating Style

- Please describe how you handle the following activities and give examples to illustrate:  
**(BDI)**
  - Organizing your time
  - Managing your priorities
  - Bringing new ideas forward
  - Communicating to others – subordinates, peers, senior managers, clients
  - Managing issues
- Tell me about a work experience you have had that you found to be particularly frustrating. How did you deal with it and what was the outcome? How could you have handled it differently? **(BDI)**
- What has been the most difficult management responsibility you handled?

### Team Skills

- What type of people do you work best with and why?
- How do you handle conflict with co-workers? Please give me an example. **(BDI)**
- Tell me about a time when you were on a team that was successful in accomplishing a particularly difficult task. In what ways did you participate and contribute to this achievement? **(BDI)**
- From your experience in working as a team member, tell me about a time when the team objected to your ideas. How did you attempt to influence or persuade them to accept your views? What results did you achieve? **(BDI)**
- Looking back on your team experiences, have you ever assumed the role of team leader? How did you act when you were the leader on various projects?

## **Negotiating Style**

- Please give me some examples of different approaches you've used in persuading someone to help you accomplish a work priority. **(BDI)**
- How would you approach and prepare for dealing with a complex issue requiring you to negotiate with one or more people? Please give me an example. **(BDI)**
- Please describe a particularly successful negotiation in which you took part. What did you do to contribute to that success? **(BDI)**
- Please describe a negotiation that did not produce the results you wanted. What went wrong and what would you do differently next time? **(BDI)**

## **Decision Making Style**

- Please describe the process that you generally follow to make decisions. **(BDI)**
- To what extent do you provide opportunities for your subordinates to participate in making decisions?
- Describe a poor decision that you made. What might you have done differently to produce a successful result? **(BDI)**
- Tell me about a time you changed a decision you had made or an opinion you had held, because you were persuaded you were wrong? **(BDI)**

## **Accomplishments**

- What would you consider to be your most significant career related accomplishment to date? Why?
- Name three of your proudest achievements.
- What would you consider to be your biggest disappointment or failure in your career to date? How did you handle it? What did you learn from it? What should you have done differently to produce a more satisfactory outcome?
- How do you define or measure success?

## **Personal Characteristics**

- What characteristics do you say are the most important for a good manager to have? Can you describe some of your accomplishments that would demonstrate how you have displayed these characteristics?
- How do you react to criticism?
- How do you handle pressure on the job? Stress?
- What do you think of your last boss? Last organization?
- What would you consider to be your three strongest assets? Please give me an example of a time when you demonstrated these strengths to achieve successful results. **(BDI)**
- How would you describe yourself? Tell me about some of the people or events in your life outside work that have had the greatest influence on you.
- What makes you unique among your peers?
- What areas of your skills and abilities do you feel need more work in order for you to become more effective in your career?
- How do you stay plugged in to what's happening in your current organization?
- How do you stay current on new developments in your area of expertise?
- Tell me about a time when you had to take a stand on an unpopular position or issue. **(BDI)**
- Have you learned more from your successes or from your failures? Please give examples. **(BDI)**
- Describe three elements of your personal code of workplace ethics.